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NATIONAL WAR COLLEGE BRIEFING

To Sub-committee  
of HASC

GOOD MORNING, GENTLEMEN. MY PRESENTATION TODAY WILL COVER

THE ORIGINS AND PURPOSE OF THE NATIONAL WAR COLLEGE, THE COMPOSITION AND PROFESSIONAL BACKGROUND OF OUR STUDENT BODY, THE WAY WE ARE ORGANIZED TO EDUCATE THE STUDENTS, AND THE SUBJECT MATTER WE PURSUE IN THE COURSE OF THE YEAR.

PLEASE FEEL FREE TO INTERJECT YOUR QUESTIONS AT ANY TIME YOU FEEL THE NEED FOR CLARIFICATION OR EXPLANATION.

LET ME BEGIN WITH THE ORIGINS AND PURPOSE OF THE NATIONAL WAR COLLEGE. FOR THE MOST PART, THE NEED FOR AN INSTITUTION OF THIS KIND GREW OUT OF THE EARLY EXPERIENCE OF WORLD WAR II. PRIOR TO THAT TIME THERE WAS RELATIVELY LITTLE NEED FOR THE SEPARATE ARMS TO COME TOGETHER TO COMPARE AND ANALYZE EXPERIENCES. THE MAGNITUDE, COMPLEXITY, AND INTERDEPENDENCE OF OUR WORLD WAR II EFFORT SOON MADE IT IMPERATIVE THAT OFFICERS OF ALL SERVICES BE TRAINED FOR THE EXERCISE OF COMMAND AND THE PERFORMANCE OF STAFF DUTIES IN UNIFIED AND COORDINATED ARMY AND NAVY COMMANDS. THE PRECURSOR OF THE NATIONAL WAR COLLEGE, THE ARMY AND NAVY STAFF COLLEGE, ESTABLISHED IN JUNE OF 1943, CAPITALIZED ON OUR EARLY WARTIME EXPERIENCE AND BEGAN TRAINING MILITARY OFFICERS.

WORLD WAR II ALSO DEMONSTRATED THAT A GULF SOMETIMES EXISTED BETWEEN CIVIL AND MILITARY PLANNERS. THIS EXPERIENCE,

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COUPLED WITH THE POSTWAR REALIZATION THAT THE UNITED STATES COULD NOT RETREAT FROM ITS ROLE AS THE LEADER OF THE FREE WORLD, MADE IT ABSOLUTELY NECESSARY THAT OUR POLITICAL AND MILITARY POLICIES BE INTEGRATED AND COORDINATED AT ALL LEVELS.

OUR GOVERNMENT RESPONDED TO THESE RECOGNIZED NEEDS FOR CHANGE WITH A WIDE RANGE OF ORGANIZATIONAL INNOVATIONS: THE DEPARTMENT OF DEFENSE WAS ESTABLISHED TO CONSOLIDATE THE MILITARY EFFORT; THE CENTRAL INTELLIGENCE AGENCY REPLACED THE WARTIME OFFICE OF STRATEGIC SERVICES; AND THE NATIONAL SECURITY COUNCIL WAS CREATED TO ASSIST THE PRESIDENT IN COORDINATING THE POLITICAL AND MILITARY EFFORTS DEVOTED TO OUR NATION'S SECURITY.

THE SAME IMPETUS TOWARD COORDINATION AND INTEGRATION OF POLICY THAT MOTIVATED INSTITUTIONAL CREATIVITY IN THE OPERATING ELEMENTS OF THE EXECUTIVE BRANCH WAS MIRRORED IN THE ESTABLISHMENT OF THE NATIONAL WAR COLLEGE IN 1946. LEADERS WOULD BE REQUIRED TO REPLACE THOSE WHOSE WISDOM WAS THE PRODUCT OF THE "HARD KNOCKS SCHOOL" OF WORLD WAR II. A PLACE WAS NEEDED WHERE MILITARY OFFICERS AND THEIR CIVILIAN GOVERNMENTAL COUNTERPARTS COULD BE BROUGHT TOGETHER TO STUDY AND PREPARE THEMSELVES TO WORK TOGETHER FOR THE BROAD PURPOSE OF PROVIDING FOR OUR NATION'S SECURITY. THUS, IN AUGUST 1946 THE ARMY CHIEF OF STAFF, GENERAL EISENHOWER, PROVIDED THIS BUILDING FOR THE NEWLY ESTABLISHED NATIONAL WAR COLLEGE.

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IF THE MISSION IS EDUCATION, NATIONAL SECURITY IS THE THEME WHICH BINDS THE CURRICULUM TOGETHER. THIS FOCUS, ALONG WITH OUR UNIQUE STUDENT BODY, SETS IT APART FROM OTHER WAR COLLEGES.

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THIS UNIQUE MIX OF STUDENTS SERVES THE COLLEGE PURPOSES IN MANY WAYS. THE MOST OBVIOUS BENEFIT IS THE MUTUAL LEARNING THAT TAKES PLACE AS EACH STUDENT BRINGS HIS EXPERIENCE TO BEAR ON QUESTIONS OF NATIONAL SECURITY. THIS KIND OF EXCHANGE SERVES NOT ONLY TO ILLUMINATE THE MANIFOLD DIMENSIONS OF NATIONAL SECURITY DECISIONMAKING BUT ALSO CONTRIBUTES TO A BETTER UNDERSTANDING OF THE NEED FOR INTERAGENCY COOPERATION IN THE SOLUTION OF OUR NATIONAL SECURITY PROBLEMS. THE COOPERATIVE SPIRIT THAT IS FOSTERED WHILE THE STUDENTS ARE HERE AT THE COLLEGE CARRIES OVER AFTER GRADUATION. OUR ALUMNI OFTEN CITE

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YOU WILL NOTE FROM THE AVERAGE AGE--42 YEARS, 3 MONTHS-- AND AVERAGE LENGTH OF SERVICE--18 YEARS, 7 MONTHS--THE STUDENTS HAVE CONSIDERABLE GOVERNMENTAL SERVICE REMAINING IN THEIR CAREERS. AS THEIR RANKS INDICATE, THEY HAVE OR ARE ABOUT TO ENTER INTO THE SENIOR LEVEL OF THE DECISIONMAKING STRUCTURE.

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AS ONE MIGHT EXPECT WITH SUCH A PROMISING GROUP, OUR STUDENTS FARE WELL AFTER GRADUATION. FOR THE PERIOD 1947 TO 1971, 44 PERCENT OF THE MILITARY GRADUATES ACCEDED TO FLAG OR GENERAL OFFICER RANK. EVEN WITH THE ATYPICALLY HIGH PROMOTION YEARS FOLLOWING WORLD WAR II AND THE KOREAN WAR FACTORED OUT, THE PROMOTION RATE FROM 1955 TO 1971 REMAINS AT 33 PERCENT--A RATE DOUBLE THAT OF ANY OTHER SENIOR MILITARY COLLEGE. GRADUATES

FROM THE STATE DEPARTMENT, IN THE COMPETITIVE ENVIRONMENT OF THE CAREER FOREIGN SERVICE, HAVE RECORDED A 22 PERCENT SELECTION RATE TO AMBASSADORIAL RANK. WHILE WE CANNOT CLAIM CREDIT FOR STUDENT PROMOTIONS, WE DO FEEL THEY ARE BETTER ADMIRALS, GENERALS AND AMBASSADORS AS A RESULT OF HAVING BEEN HERE.

IN ASSESSING THE EFFECTIVENESS OF AN EXECUTIVE COURSE SUCH AS THAT OF THE NATIONAL WAR COLLEGE, WE HAVE THE INFORMAL EVALUATIONS OF MILITARY LEADERS AND GOVERNMENTAL OFFICIALS THAT NATIONAL WAR COLLEGE GRADUATES ARE HIGHLY SOUGHT AFTER IN THE FIELD AND THAT THEY PERFORM VERY WELL IN THE NATIONAL SECURITY ARENA. WE ALSO HAVE THE RESULTS OF AN EXTENSIVE SURVEY OF THE ALUMNI CONDUCTED IN 1969 AS TO THEIR OPINION OF THE EFFECTIVENESS OF THE COURSE. FOR EXAMPLE, IN RESPONDING TO THE QUESTION: "HOW WELL DID THE NATIONAL WAR COLLEGE COURSE BROADEN YOUR BACKGROUND?" 92 PERCENT OF THE 1,300 RESPONDENTS ANSWERED "EXCEEDINGLY WELL" OR "VERY WELL." NINETY PERCENT STATED THAT THE COURSE INCREASED THEIR PROFESSIONAL EFFECTIVENESS TO A MAJOR OR APPRECIABLE DEGREE. *heapsin' Lizards!*

TURNING FROM OUR STUDENTS, LET ME ADDRESS A FEW REMARKS TO HOW WE ORGANIZE OURSELVES TO CONDUCT OUR EDUCATIONAL MISSION. THE COMMANDANT IS OF THREE-STAR RANK AND THE POSITION IS ROTATED EVERY THREE YEARS AMONG THE SERVICES.

ADMIRAL BAYNE IS ASSISTED BY THE TWO DEPUTIES YOU HAVE MET, GENERAL LEE AND AMBASSADOR LEONHART. THE DEPUTY COMMANDANT'S POSITION, A TWO-STAR BILLET, IS ALSO ROTATED AMONG THE SERVICES ON A THREE-YEAR CYCLE. THE DEPUTY COMMANDANT FOR INTERNATIONAL AFFAIRS IS AN AMBASSADOR ASSIGNED BY THE STATE DEPARTMENT.

THE BOARD OF CONSULTANTS OVER THE YEARS HAS BEEN OUR MOST IMPORTANT ADVISORY BODY. THEY MEET ANNUALLY AT THE COLLEGE AND PROVIDE THE COMMANDANT WITH ADVICE AND RECOMMENDATIONS OVER THE ENTIRE RANGE OF COLLEGE OPERATIONS. THESE DISTINGUISHED AMERICANS, CHOSEN FROM AMONG EMINENT CIVILIANS AND RETIRED MILITARY OFFICERS, SERVE THREE-YEAR TERMS ON THE BOARD. OUR CURRENT MEMBERSHIP INCLUDES: MR. THOMAS GATES, FORMER SECRETARY OF DEFENSE; MR. GORDON GRAY, FORMER SECRETARY OF THE ARMY AND ASSISTANT SECRETARY OF DEFENSE; PROFESSOR FOY KOHLER, FORMER AMBASSADOR TO THE SOVIET UNION; DR. WALTER LANGSAM, PRESIDENT EMERITUS OF THE UNIVERSITY OF CINCINNATI; DR. WESLEY POSVAR, CHANCELLOR OF THE UNIVERSITY OF PITTSBURGH; ADMIRAL DAVID L. McDONALD, USN (RET.), FORMER CHIEF OF NAVAL OPERATIONS; GENERAL BERNARD SCHRIEVER, USAF (RET.), FORMER COMMANDER, USAF SYSTEMS COMMAND; AND GENERAL EARLE WHEELER, USA (RET.), FORMER CHAIRMAN, JOINT CHIEFS OF STAFF. IN ADDITION, DR. ROSE, WHO IS WITH US TODAY, SERVES EX OFFICIO IN HIS CAPACITY

*good idea*

AS DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR EDUCATION, AND AMBASSADOR WILLIAM HALL, DIRECTOR GENERAL OF THE FOREIGN SERVICE, SERVES IN A SIMILAR CAPACITY FOR THE STATE DEPARTMENT.

PREPARATION AND CONDUCT OF THE COURSE OF STUDY IS THE RESPONSIBILITY OF THE THREE ACADEMIC DEPARTMENTS DISPLAYED IN THE CENTER OF THE CHART. THE SCHOOL SECRETARIAT COORDINATES AND DIRECTS STAFF AND ADMINISTRATIVE SUPPORT AND THE STRATEGIC RESEARCH GROUP, DEPICTED TO THE RIGHT, PERFORMS BOTH BASIC RESEARCH IN SUPPORT OF THE CURRICULUM AS WELL AS STUDIES PROBING THE FUTURE DIMENSIONS OF NATIONAL SECURITY.

THE FACULTY HAS AN AUTHORIZED STRENGTH OF 19 MEMBERS NOT INCLUDING THE SEVEN OFFICERS AUTHORIZED FOR THE STRATEGIC RESEARCH GROUP. THE 14 MILITARY OFFICERS AUTHORIZED ARE MOSTLY IN THE GRADE OF CAPTAIN OR COLONEL, AND ALL EXCEPT TWO HAVE A GRADUATE DEGREE IN A FIELD RELATED TO OUR COURSE OF STUDY. OUR FIVE CIVILIAN PROFESSORS ARE EMINENT SCHOLARS WITH CONSIDERABLE GEOGRAPHIC AREA EXPERTISE. FOUR OF THE FIVE CIVILIAN POSITIONS ROTATE EITHER ANNUALLY OR BIENNALLY; ONE POSITION IS TENURED. OUR TOTAL AUTHORIZED COMPLEMENT FOR STAFF, FACULTY, AND SUPPORT PERSONNEL IS 120, CONSISTING OF 41 MILITARY PERSONNEL AND 79 CIVILIANS.

BEFORE TURNING TO OUR CURRICULUM, LET US LOOK FOR A MOMENT AT OUR CURRENT BUDGET. THE NATIONAL WAR COLLEGE IS FUNDED FOR



O&M MONIES BY THE DEPARTMENT OF ARMY. THE O&M BUDGET, BROKEN DOWN BY THE MAJOR CATEGORIES LISTED ON THE CHART, TOTALS \$1.7 MILLION. A COST PER STUDENT FIGURE CAN, OBVIOUSLY, BE COMPUTED A NUMBER OF DIFFERENT WAYS. IF WE ADD THE \$273,000 SPENT BY THE MILITARY DISTRICT OF WASHINGTON TO OPERATE THE BUILDING AND SUPPORT THE COLLEGE TO THE \$1.7 MILLION IN O&M FUNDS, AND SUBTRACT THE \$21,000 THAT IS REIMBURSED FOR PER DIEM PAYMENT TO NON-DEFENSE DEPARTMENT STUDENTS AND FACULTY FOR THEIR TRAVELS WHILE AT THE COLLEGE, ONE ARRIVES AT AN ANNUAL COST PER STUDENT OF \$14,350 PER YEAR.

TURNING NOW TO A BRIEF OVERVIEW OF THE SUBSTANCE OF OUR YEAR'S WORK, THIS RATHER BUSY CHART DEPICTS GRAPHICALLY WHAT WE TRY TO COVER IN THE 200 ACADEMIC DAYS THAT CONSTITUTE A SCHOOL YEAR. LET ME TRY TO SUMMARIZE THE DETAILS OF THE CHART FOR YOU. THE PROGRAM IS DIVIDED BASICALLY INTO TWO CATEGORIES, THE PRESCRIBED COURSE PROGRAM SHOWN IN BLUE AND THE ELECTIVE PROGRAM SHOWN IN RED.

ALL STUDENTS PARTICIPATE IN THE PRESCRIBED COURSE, OR CORE, PROGRAM WHICH CONSTITUTES APPROXIMATELY 66 PERCENT OF THE AVAILABLE TIME. AS I NOTED EARLY IN THE PRESENTATION, OUR FOCUS IS NATIONAL, INTERNATIONAL AND TRANSNATIONAL. THE FIRST HALF OF THE YEAR, OR THE FIRST FIVE COURSES, IS ESSENTIALLY NATIONAL AS WE FOCUS PRINCIPALLY ON THE U. S. EXAMPLE. IN THE SECOND HALF OF THE YEAR OUR ATTENTION IS

DIRECTED TOWARD THE EXTERNAL ENVIRONMENT IN WHICH WE PURSUE OR SECURE OUR NATIONAL SECURITY INTERESTS. AFTER EXAMINING OUR NATIONAL SECURITY POLICY IN THE CONTEXT OF THE MAJOR GEOGRAPHIC REGIONS OF THE WORLD, THE STUDENTS ARE BROKEN DOWN INTO FIVE RELATIVELY EQUAL GROUPS FOR AN OVERSEAS TRIP TO ONE OF THE FOLLOWING AREAS: EUROPE, THE FAR EAST, THE MIDDLE EAST, LATIN AMERICA, AND AFRICA. EXTENSIVE PREPARATION FOR THESE TRIPS BEGINS IN FEBRUARY AS EACH GROUP MEETS FOR TWENTY AFTERNOON SEMINARS PRIOR TO DEPARTING. AFTER RETURNING THE TRIP GROUPS CONCLUDE DETAILED WRITTEN REPORTS. THESE ISSUE-ORIENTED REPORTS ARE THEN PRESENTED AS ORAL REPORTS TO THE ENTIRE COLLEGE. THE YEAR CONCLUDES WITH AN ASSESSMENT OF THE MAJOR NATIONAL SECURITY PROBLEMS CONFRONTING OUR NATION.

THE ELECTIVE COURSES, AS THE NAME IMPLIES, ARE OPTIONAL IN THE SENSE THAT STUDENTS MAY CHOOSE AMONG THEM BUT ALL ARE REQUIRED TO PARTICIPATE IN AT LEAST ONE COURSE. THE BASIC PURPOSE FOR THE ELECTIVES PROGRAM IS TO DEEPEN STUDENT UNDERSTANDING IN SELECTED AREAS AND TO CATER TO THE VARYING NEEDS AND BACKGROUNDS OF THE INDIVIDUAL STUDENTS. THE RANGE OF COURSES IS BROAD: FROM A STUDY OF INTERNATIONAL LAW TO MANAGEMENT APPLICATIONS OF COMPUTERS.

I WOULD LIKE TO CALL YOUR ATTENTION TO ONE OTHER SIGNIFICANT ACADEMIC EXERCISE DEPICTED ON THE CHART; THAT IS, THE INDIVIDUAL RESEARCH SHOWN IN THE BLUE AND WHITE SHADING. THIS INDIVIDUAL RESEARCH PROJECT IN A SUBJECT DEALING WITH SOME ASPECT OF NATIONAL SECURITY EXTENDS OVER SEVEN MONTHS OF THE SCHOOL YEAR AND CULMINATES IN A WRITTEN PAPER WHICH IS EVALUATED BY THE FACULTY. WE ESTIMATE THIS PROJECT TAKES APPROXIMATELY 15 PERCENT OF THE STUDENT'S EFFORT DURING THE SCHOOL YEAR.

THE BROAD RANGE OF TOPICS CHOSEN FOR INVESTIGATION BY OUR STUDENTS CAN BE SEEN FROM THE FOLLOWING REPRESENTATIVE TITLES IN THE YEAR'S CLASS. A NAVY COMMANDER HAS WRITTEN ON "THE ROLE OF MILITARY FORCE AS ONE ELEMENT OF AN INTEGRATED STRATEGY"; A FOREIGN SERVICE OFFICER EXPLORED "SOVIET ATTITUDES TOWARD THE NIXON DOCTRINE"; AN ARMY COLONEL PLUMBED THE DIMENSIONS OF "OIL AS AN ELEMENT OF NATIONAL SECURITY."

ANOTHER PART OF THE COLLEGE EFFORT NOT DEPICTED AS A PART OF THE REGULAR CURRICULUM IS THE DEFENSE STRATEGY SEMINAR WHICH IS CONDUCTED ANNUALLY AT THE CONCLUSION OF THE REGULAR SCHOOL YEAR. IN THIS TWO-WEEK SESSION, APPROXIMATELY 250 SENIOR OFFICERS OF THE RESERVE AND NATIONAL GUARD FORCES ARE ASSEMBLED FOR AN INTENSIVE STUDY OF U. S. NATIONAL SECURITY AFFAIRS. IN CIVILIAN LIFE, AS YOU ARE WELL AWARE, THESE OFFICERS

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ARE LEADERS IN BUSINESS, ACADEMIC AND CIVIC AFFAIRS, AND ALL  
HAVE A KEEN INTEREST IN WORLD AFFAIRS. I MIGHT MENTION, A  
DISTINGUISHED COLLEAGUE OF YOURS, CONGRESSMAN STRATTON,  
WAS A PARTICIPANT IN THE 1971 SEMINAR.

THERE IS ANOTHER ASPECT OF THE COLLEGE WHICH, WHILE IT  
IS NOT A REGULAR PART OF OUR PROGRAM, MAY BE OF SOME INTEREST  
TO YOU; THAT IS, THE COOPERATIVE GRADUATE PROGRAM CONDUCTED  
BY THE COLLEGE BY GEORGE WASHINGTON UNIVERSITY. THIS ARRANGE-  
MENT AFFORDS OUR STUDENTS, ON A STRICTLY VOLUNTARY BASIS, THE  
OPPORTUNITY TO PURSUE A PROGRAM OF STUDY LEADING TO THE  
AWARD OF A MASTER OF SCIENCE DEGREE IN INTERNATIONAL AFFAIRS.  
THE FUNDS FOR THIS PROGRAM COME FOR THE MOST PART FROM VA  
BENEFIT PROGRAMS (\$48, 674) OR TUITION ASSISTANCE FROM THE  
STUDENT'S PARENT AGENCY (\$7, 265/\$1, 071). THE NATIONAL WAR COLLEGE  
PROVIDES ONLY CLASSROOM SPACE. CURRENTLY 40 OF OUR 139 STUDENTS  
ARE ENROLLED IN THE PROGRAM.

SINCE ITS INCEPTION IN 1961 THE COOPERATIVE GRADUATE STUDY  
PROGRAM HAS PROVIDED AN ENRICHING COMPLEMENT TO OUR REGULAR  
COURSE OF STUDY. IT HAS AFFORDED CERTAIN OF OUR STUDENTS A  
STIMULATING INTELLECTUAL CHALLENGE AND THE BROADENING EXPERI-  
ENCE OF A PROGRAM OF ACADEMIC STUDY AT THE GRADUATE LEVEL.

WITHIN THE PAST SEVERAL YEARS, HOWEVER, THE CURRICULUM  
OF THE COLLEGE HAS RAPIDLY EXPANDED TO MEET THE COMPLEX AND  
INCREASING DEMANDS OF A MORE DYNAMIC NATIONAL SECURITY  
ENVIRONMENT. WE WILL SOON REACH THE POINT IN THAT DEVELOPMENT

WHERE WE FEEL THAT CONTINUED ENROLLMENT OF OUR STUDENTS IN THE PROGRAM WOULD BE INCOMPATIBLE WITH THEIR REGULAR STUDIES. FOR THIS REASON, THE COLLEGE HAS INFORMED GEORGE WASHINGTON UNIVERSITY THAT IT WILL DISCONTINUE THE PROGRAM AS OF 1 AUGUST 1974.

LET ME CONCLUDE THIS PRESENTATION BY RETURNING TO WHERE I BEGAN. THE NEED FOR AN EDUCATIONAL INSTITUTION WHICH COULD PREPARE FUTURE MILITARY AND CIVILIAN LEADERS IN THE PLANNING AND EXECUTION OF NATIONAL SECURITY POLICY IN A COMPLEX AND INTERDEPENDENT DOMESTIC AND INTERNATIONAL ENVIRONMENT WAS CLEARLY PERCEIVED IN THE AFTERMATH OF WORLD WAR II AND A NATIONAL WAR COLLEGE WAS CREATED TO FILL THIS NEED. TODAY AND IN THE FUTURE THE REQUIREMENT TO HARNESS THE MANY AND SOMETIMES DIVERGENT ELEMENTS WHICH ENTER INTO NATIONAL SECURITY POLICY AND DECISIONMAKING REMAINS, AND IS MADE MORE ACUTE AS OUR RELATIVE POWER VIS-A-VIS THE REST OF THE WORLD DECLINES AND OTHER EQUALLY PRESSING DEMANDS, BOTH INTERNAL AND EXTERNAL, FORCE THEMSELVES INTO COMPETITION FOR LIMITED FISCAL RESOURCES. WE FEEL, THEREFORE, THAT THERE IS A DEMONSTRABLE NEED TO CONTINUE A PROGRAM OF COMPREHENSIVE EDUCATION IN THE FORMULATION AND IMPLEMENTATION OF NATIONAL SECURITY POLICIES AND STRATEGIES TO A HIGHLY SELECTED GROUP OF SENIOR OFFICERS OF THE MILITARY SERVICES AND OTHER GOVERNMENT AGENCIES. WE ALSO FEEL THE NATIONAL WAR COLLEGE

7 HASC

2 APR 1973

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YOU WILL NOTE FROM THE AVERAGE AGE--42 YEARS, 3 MONTHS-- AND AVERAGE LENGTH OF SERVICE--18 YEARS, 7 MONTHS--THE STUDENTS HAVE CONSIDERABLE GOVERNMENTAL SERVICE REMAINING IN THEIR CAREERS. AS THEIR RANKS INDICATE, THEY HAVE OR ARE ABOUT TO ENTER INTO THE SENIOR LEVEL OF THE DECISIONMAKING STRUCTURE.

ALTHOUGH THE JOINT CHIEFS OF STAFF ESTABLISH THE PRE-REQUISITES FOR ATTENDANCE AT THE COLLEGE, INDIVIDUAL SERVICES AND AGENCIES NOMINATE THEIR OWN STUDENTS. OUR EXPERIENCE HAS BEEN THAT THE STUDENTS COMING TO THE COLLEGE, AS A GROUP, HAVE BEEN EXTREMELY COMPETENT. ATTENDANCE AT THE NATIONAL WAR COLLEGE HAS BEEN AND CONTINUES TO BE, CONSIDERED AS A HIGHLY PRESTIGIOUS APPOINTMENT. THE FACT THAT ONLY 35 STUDENTS IN EACH CATEGORY GET TO ATTEND EACH YEAR, MAKES FOR A HIGHLY-SELECTED STUDENT BODY.

AS ONE MIGHT EXPECT WITH SUCH A PROMISING GROUP, OUR STUDENTS FARE WELL AFTER GRADUATION. FOR THE PERIOD 1947 TO 1971, 44 PERCENT OF THE MILITARY GRADUATES ACCEDED TO FLAG OR GENERAL OFFICER RANK. EVEN WITH THE ATYPICALLY HIGH PROMOTION YEARS FOLLOWING WORLD WAR II AND THE KOREAN WAR FACTORED OUT, THE PROMOTION RATE FROM 1955 TO 1971 REMAINS AT 33 PERCENT--A RATE DOUBLE THAT OF ANY OTHER SENIOR MILITARY COLLEGE. GRADUATES

FROM THE STATE DEPARTMENT, IN THE COMPETITIVE ENVIRONMENT OF THE CAREER FOREIGN SERVICE, HAVE RECORDED A 22 PERCENT SELECTION RATE TO AMBASSADORIAL RANK. WHILE WE CANNOT CLAIM CREDIT FOR STUDENT PROMOTIONS, WE DO FEEL THEY ARE BETTER ADMIRALS, GENERALS AND AMBASSADORS AS A RESULT OF HAVING BEEN HERE.

IN ASSESSING THE EFFECTIVENESS OF AN EXECUTIVE COURSE SUCH AS THAT OF THE NATIONAL WAR COLLEGE, WE HAVE THE INFORMAL EVALUATIONS OF MILITARY LEADERS AND GOVERNMENTAL OFFICIALS THAT NATIONAL WAR COLLEGE GRADUATES ARE HIGHLY SOUGHT AFTER IN THE FIELD AND THAT THEY PERFORM VERY WELL IN THE NATIONAL SECURITY ARENA. WE ALSO HAVE THE RESULTS OF AN EXTENSIVE SURVEY OF THE ALUMNI CONDUCTED IN 1969 AS TO THEIR OPINION OF THE EFFECTIVENESS OF THE COURSE. FOR EXAMPLE, IN RESPONDING TO THE QUESTION: "HOW WELL DID THE NATIONAL WAR COLLEGE COURSE BROADEN YOUR BACKGROUND?" 92 PERCENT OF THE 1,300 RESPONDENTS ANSWERED "EXCEEDINGLY WELL" OR "VERY WELL." NINETY PERCENT STATED THAT THE COURSE INCREASED THEIR PROFESSIONAL EFFECTIVENESS TO A MAJOR OR APPRECIABLE DEGREE. *heaps of legends!*

TURNING FROM OUR STUDENTS, LET ME ADDRESS A FEW REMARKS TO HOW WE ORGANIZE OURSELVES TO CONDUCT OUR EDUCATIONAL MISSION. THE COMMANDANT IS OF THREE-STAR RANK AND THE POSITION IS ROTATED EVERY THREE YEARS AMONG THE SERVICES.

ADMIRAL BAYNE IS ASSISTED BY THE TWO DEPUTIES YOU HAVE MET, GENERAL LEE AND AMBASSADOR LEONHART. THE DEPUTY COMMANDANT'S POSITION, A TWO-STAR BILLET, IS ALSO ROTATED AMONG THE SERVICES ON A THREE-YEAR CYCLE. THE DEPUTY COMMANDANT FOR INTERNATIONAL AFFAIRS IS AN AMBASSADOR ASSIGNED BY THE STATE DEPARTMENT.

THE BOARD OF CONSULTANTS OVER THE YEARS HAS BEEN OUR MOST IMPORTANT ADVISORY BODY. THEY MEET ANNUALLY AT THE COLLEGE AND PROVIDE THE COMMANDANT WITH ADVICE AND RECOMMENDATIONS OVER THE ENTIRE RANGE OF COLLEGE OPERATIONS. THESE DISTINGUISHED AMERICANS, CHOSEN FROM AMONG EMINENT CIVILIANS AND RETIRED MILITARY OFFICERS, SERVE THREE-YEAR TERMS ON THE BOARD. OUR CURRENT MEMBERSHIP INCLUDES: MR. THOMAS GATES, FORMER SECRETARY OF DEFENSE; MR. GORDON GRAY, FORMER SECRETARY OF THE ARMY AND ASSISTANT SECRETARY OF DEFENSE; PROFESSOR FOY KOHLER, FORMER AMBASSADOR TO THE SOVIET UNION; DR. WALTER LANGSAM, PRESIDENT EMERITUS OF THE UNIVERSITY OF CINCINNATI; DR. WESLEY POSVAR, CHANCELLOR OF THE UNIVERSITY OF PITTSBURGH; ADMIRAL DAVID L. McDONALD, USN (RET.), FORMER CHIEF OF NAVAL OPERATIONS; GENERAL BERNARD SCHRIEVER, USAF (RET.), FORMER COMMANDER, USAF SYSTEMS COMMAND; AND GENERAL EARLE WHEELER, USA (RET.), FORMER CHAIRMAN, JOINT CHIEFS OF STAFF. IN ADDITION, DR. ROSE, WHO IS WITH US TODAY, SERVES EX OFFICIO IN HIS CAPACITY

AND AMBASSADOR WILLIAM HALL, DIRECTOR GENERAL OF THE FOREIGN SERVICE, SERVES IN A SIMILAR CAPACITY FOR THE STATE DEPARTMENT.

PREPARATION AND CONDUCT OF THE COURSE OF STUDY IS THE RESPONSIBILITY OF THE THREE ACADEMIC DEPARTMENTS DISPLAYED IN THE CENTER OF THE CHART. THE SCHOOL SECRETARIAT COORDINATES AND DIRECTS STAFF AND ADMINISTRATIVE SUPPORT AND THE STRATEGIC RESEARCH GROUP, DEPICTED TO THE RIGHT, PERFORMS BOTH BASIC RESEARCH IN SUPPORT OF THE CURRICULUM AS WELL AS STUDIES PROBING THE FUTURE DIMENSIONS OF NATIONAL SECURITY.

THE FACULTY HAS AN AUTHORIZED STRENGTH OF 19 MEMBERS NOT INCLUDING THE SEVEN OFFICERS AUTHORIZED FOR THE STRATEGIC RESEARCH GROUP. THE 14 MILITARY OFFICERS AUTHORIZED ARE MOSTLY IN THE GRADE OF CAPTAIN OR COLONEL, AND ALL EXCEPT TWO HAVE A GRADUATE DEGREE IN A FIELD RELATED TO OUR COURSE OF STUDY. OUR FIVE CIVILIAN PROFESSORS ARE EMINENT SCHOLARS WITH CONSIDERABLE GEOGRAPHIC AREA EXPERTISE. FOUR OF THE FIVE CIVILIAN POSITIONS ROTATE EITHER ANNUALLY OR BIENNALLY; ONE POSITION IS TENURED. OUR TOTAL AUTHORIZED COMPLEMENT FOR STAFF, FACULTY, AND SUPPORT PERSONNEL IS 120, CONSISTING OF 41 MILITARY PERSONNEL AND 79 CIVILIANS.

BEFORE TURNING TO OUR CURRICULUM, LET US LOOK FOR A MOMENT AT OUR CURRENT BUDGET. THE NATIONAL WAR COLLEGE IS FUNDED FOR

O&M MONIES BY THE DEPARTMENT OF ARMY. THE O&M BUDGET, BROKEN DOWN BY THE MAJOR CATEGORIES LISTED ON THE CHART, TOTALS \$1.7 MILLION. A COST PER STUDENT FIGURE CAN, OBVIOUSLY, BE COMPUTED A NUMBER OF DIFFERENT WAYS. IF WE ADD THE \$273,000 SPENT BY THE MILITARY DISTRICT OF WASHINGTON TO OPERATE THE BUILDING AND SUPPORT THE COLLEGE TO THE \$1.7 MILLION IN O&M FUNDS, AND SUBTRACT THE \$21,000 THAT IS REIMBURSED FOR PER DIEM PAYMENT TO NON-DEFENSE DEPARTMENT STUDENTS AND FACULTY FOR THEIR TRAVELS WHILE AT THE COLLEGE, ONE ARRIVES AT AN ANNUAL COST PER STUDENT OF \$14,350 PER YEAR.

TURNING NOW TO A BRIEF OVERVIEW OF THE SUBSTANCE OF OUR YEAR'S WORK, THIS RATHER BUSY CHART DEPICTS GRAPHICALLY WHAT WE TRY TO COVER IN THE 200 ACADEMIC DAYS THAT CONSTITUTE A SCHOOL YEAR. LET ME TRY TO SUMMARIZE THE DETAILS OF THE CHART FOR YOU. THE PROGRAM IS DIVIDED BASICALLY INTO TWO CATEGORIES, THE PRESCRIBED COURSE PROGRAM SHOWN IN BLUE AND THE ELECTIVE PROGRAM SHOWN IN RED.

ALL STUDENTS PARTICIPATE IN THE PRESCRIBED COURSE, OR CORE, PROGRAM WHICH CONSTITUTES APPROXIMATELY 66 PERCENT OF THE AVAILABLE TIME. AS I NOTED EARLY IN THE PRESENTATION, OUR FOCUS IS NATIONAL, INTERNATIONAL AND TRANSNATIONAL. THE FIRST HALF OF THE YEAR, OR THE FIRST FIVE COURSES, IS ESSENTIALLY NATIONAL AS WE FOCUS PRINCIPALLY ON THE U. S.

EXAMPLE. IN THE SECOND HALF OF THE YEAR OUR ATTENTION IS

PURSUE OR SECURE OUR NATIONAL SECURITY INTERESTS. AFTER EXAMINING OUR NATIONAL SECURITY POLICY IN THE CONTEXT OF THE MAJOR GEOGRAPHIC REGIONS OF THE WORLD, THE STUDENTS ARE BROKEN DOWN INTO FIVE RELATIVELY EQUAL GROUPS FOR AN OVERSEAS TRIP TO ONE OF THE FOLLOWING AREAS: EUROPE, THE FAR EAST, THE MIDDLE EAST, LATIN AMERICA, AND AFRICA. EXTENSIVE PREPARATION FOR THESE TRIPS BEGINS IN FEBRUARY AS EACH GROUP MEETS FOR TWENTY AFTERNOON SEMINARS PRIOR TO DEPARTING. AFTER RETURNING THE TRIP GROUPS CONCLUDE DETAILED WRITTEN REPORTS. THESE ISSUE-ORIENTED REPORTS ARE THEN PRESENTED AS ORAL REPORTS TO THE ENTIRE COLLEGE. THE YEAR CONCLUDES WITH AN ASSESSMENT OF THE MAJOR NATIONAL SECURITY PROBLEMS CONFRONTING OUR NATION.

THE ELECTIVE COURSES, AS THE NAME IMPLIES, ARE OPTIONAL IN THE SENSE THAT STUDENTS MAY CHOOSE AMONG THEM BUT ALL ARE REQUIRED TO PARTICIPATE IN AT LEAST ONE COURSE. THE BASIC PURPOSE FOR THE ELECTIVES PROGRAM IS TO DEEPEN STUDENT UNDERSTANDING IN SELECTED AREAS AND TO CATER TO THE VARYING NEEDS AND BACKGROUNDS OF THE INDIVIDUAL STUDENTS. THE RANGE OF COURSES IS BROAD: FROM A STUDY OF INTERNATIONAL LAW TO MANAGEMENT APPLICATIONS OF COMPUTERS.

I WOULD LIKE TO CALL YOUR ATTENTION TO ONE OTHER SIGNIFICANT ACADEMIC EXERCISE DEPICTED ON THE CHART; THAT IS, THE INDIVIDUAL RESEARCH SHOWN IN THE BLUE AND WHITE SHADING. THIS INDIVIDUAL RESEARCH PROJECT IN A SUBJECT DEALING WITH SOME ASPECT OF NATIONAL SECURITY EXTENDS OVER SEVEN MONTHS OF THE SCHOOL YEAR AND CULMINATES IN A WRITTEN PAPER WHICH IS EVALUATED BY THE FACULTY. WE ESTIMATE THIS PROJECT TAKES APPROXIMATELY 15 PERCENT OF THE STUDENT'S EFFORT DURING THE SCHOOL YEAR.

THE BROAD RANGE OF TOPICS CHOSEN FOR INVESTIGATION BY OUR STUDENTS CAN BE SEEN FROM THE FOLLOWING REPRESENTATIVE TITLES IN THE YEAR'S CLASS. A NAVY COMMANDER HAS WRITTEN ON "THE ROLE OF MILITARY FORCE AS ONE ELEMENT OF AN INTEGRATED STRATEGY"; A FOREIGN SERVICE OFFICER EXPLORED "SOVIET ATTITUDES TOWARD THE NIXON DOCTRINE"; AN ARMY COLONEL PLUMBED THE DIMENSIONS OF "OIL AS AN ELEMENT OF NATIONAL SECURITY."

ANOTHER PART OF THE COLLEGE EFFORT NOT DEPICTED AS A PART OF THE REGULAR CURRICULUM IS THE DEFENSE STRATEGY SEMINAR WHICH IS CONDUCTED ANNUALLY AT THE CONCLUSION OF THE REGULAR SCHOOL YEAR. IN THIS TWO-WEEK SESSION, APPROXIMATELY 250 SENIOR OFFICERS OF THE RESERVE AND NATIONAL GUARD FORCES ARE ASSEMBLED FOR AN INTENSIVE STUDY OF U. S. NATIONAL SECURITY AFFAIRS. IN CIVILIAN LIFE, AS YOU ARE WELL AWARE, THESE OFFICERS



HAVE A KEEN INTEREST IN WORLD AFFAIRS. I MIGHT MENTION, A DISTINGUISHED COLLEAGUE OF YOURS, CONGRESSMAN STRATTON, WAS A PARTICIPANT IN THE 1971 SEMINAR.

THERE IS ANOTHER ASPECT OF THE COLLEGE WHICH, WHILE IT IS NOT A REGULAR PART OF OUR PROGRAM, MAY BE OF SOME INTEREST TO YOU; THAT IS, THE COOPERATIVE GRADUATE PROGRAM CONDUCTED BY THE COLLEGE BY GEORGE WASHINGTON UNIVERSITY. THIS ARRANGEMENT AFFORDS OUR STUDENTS, ON A STRICTLY VOLUNTARY BASIS, THE OPPORTUNITY TO PURSUE A PROGRAM OF STUDY LEADING TO THE AWARD OF A MASTER OF SCIENCE DEGREE IN INTERNATIONAL AFFAIRS. THE FUNDS FOR THIS PROGRAM COME FOR THE MOST PART FROM VA BENEFIT PROGRAMS (\$48, 674) OR TUITION ASSISTANCE FROM THE STUDENT'S PARENT AGENCY (\$7, 265/\$1, 071). THE NATIONAL WAR COLLEGE PROVIDES ONLY CLASSROOM SPACE. CURRENTLY 40 OF OUR 139 STUDENTS ARE ENROLLED IN THE PROGRAM.

SINCE ITS INCEPTION IN 1961 THE COOPERATIVE GRADUATE STUDY PROGRAM HAS PROVIDED AN ENRICHING COMPLEMENT TO OUR REGULAR COURSE OF STUDY. IT HAS AFFORDED CERTAIN OF OUR STUDENTS A STIMULATING INTELLECTUAL CHALLENGE AND THE BROADENING EXPERIENCE OF A PROGRAM OF ACADEMIC STUDY AT THE GRADUATE LEVEL.

WITHIN THE PAST SEVERAL YEARS, HOWEVER, THE CURRICULUM OF THE COLLEGE HAS RAPIDLY EXPANDED TO MEET THE COMPLEX AND INCREASING DEMANDS OF A MORE DYNAMIC NATIONAL SECURITY ENVIRONMENT. WE WILL SOON REACH THE POINT IN THAT DEVELOPMENT

THE PROGRAM WOULD BE INCOMPATIBLE WITH THEIR REGULAR STUDIES. FOR THIS REASON, THE COLLEGE HAS INFORMED GEORGE WASHINGTON UNIVERSITY THAT IT WILL DISCONTINUE THE PROGRAM AS OF 1 AUGUST 1974.

LET ME CONCLUDE THIS PRESENTATION BY RETURNING TO WHERE I BEGAN. THE NEED FOR AN EDUCATIONAL INSTITUTION WHICH COULD PREPARE FUTURE MILITARY AND CIVILIAN LEADERS IN THE PLANNING AND EXECUTION OF NATIONAL SECURITY POLICY IN A COMPLEX AND INTERDEPENDENT DOMESTIC AND INTERNATIONAL ENVIRONMENT WAS CLEARLY PERCEIVED IN THE AFTERMATH OF WORLD WAR II AND A NATIONAL WAR COLLEGE WAS CREATED TO FILL THIS NEED. TODAY AND IN THE FUTURE THE REQUIREMENT TO HARNESS THE MANY AND SOMETIMES DIVERGENT ELEMENTS WHICH ENTER INTO NATIONAL SECURITY POLICY AND DECISIONMAKING REMAINS, AND IS MADE MORE ACUTE AS OUR RELATIVE POWER VIS-A-VIS THE REST OF THE WORLD DECLINES AND OTHER EQUALLY PRESSING DEMANDS, BOTH INTERNAL AND EXTERNAL, FORCE THEMSELVES INTO COMPETITION FOR LIMITED FISCAL RESOURCES. WE FEEL, THEREFORE, THAT THERE IS A DEMONSTRABLE NEED TO CONTINUE A PROGRAM OF COMPREHENSIVE EDUCATION IN THE FORMULATION AND IMPLEMENTATION OF NATIONAL SECURITY POLICIES AND STRATEGIES TO A HIGHLY SELECTED GROUP OF SENIOR OFFICERS OF THE MILITARY SERVICES AND OTHER GOVERNMENT AGENCIES. WE ALSO FEEL THE NATIONAL WAR COLLEGE CAN DO THE JOB.